

VE/OSCR/PBD-714 WORKSHOP

WORKSHOP ON Modernization Through Spares

28 & 29 May 1997

Sparkman Center Auditorium
Redstone Arsenal, AL

**VE/OSCR/PBD-714 Workshop
Building 5304
Room 4337/40**

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PROBLEM ANALYSIS

We require a problem statement because a common objective, direction and level of abstraction are necessary to keep the team focus on the problem rather than its peripheral effects. If properly developed, contained within the problem statements are the higher order and basic functions of the problem.

WHAT IS THE PROBLEM TO BE RESOLVED?

The Army has missions assigned to it by the Executive Branch through the Department of Defense (DOD). The Army has funds allocated by the Legislative and Executive Branches to accomplish these missions. The missions continue to change and increase and the allocated funds continue to decrease. How can we optimize the use of the allocated funds to accomplish the assigned missions?

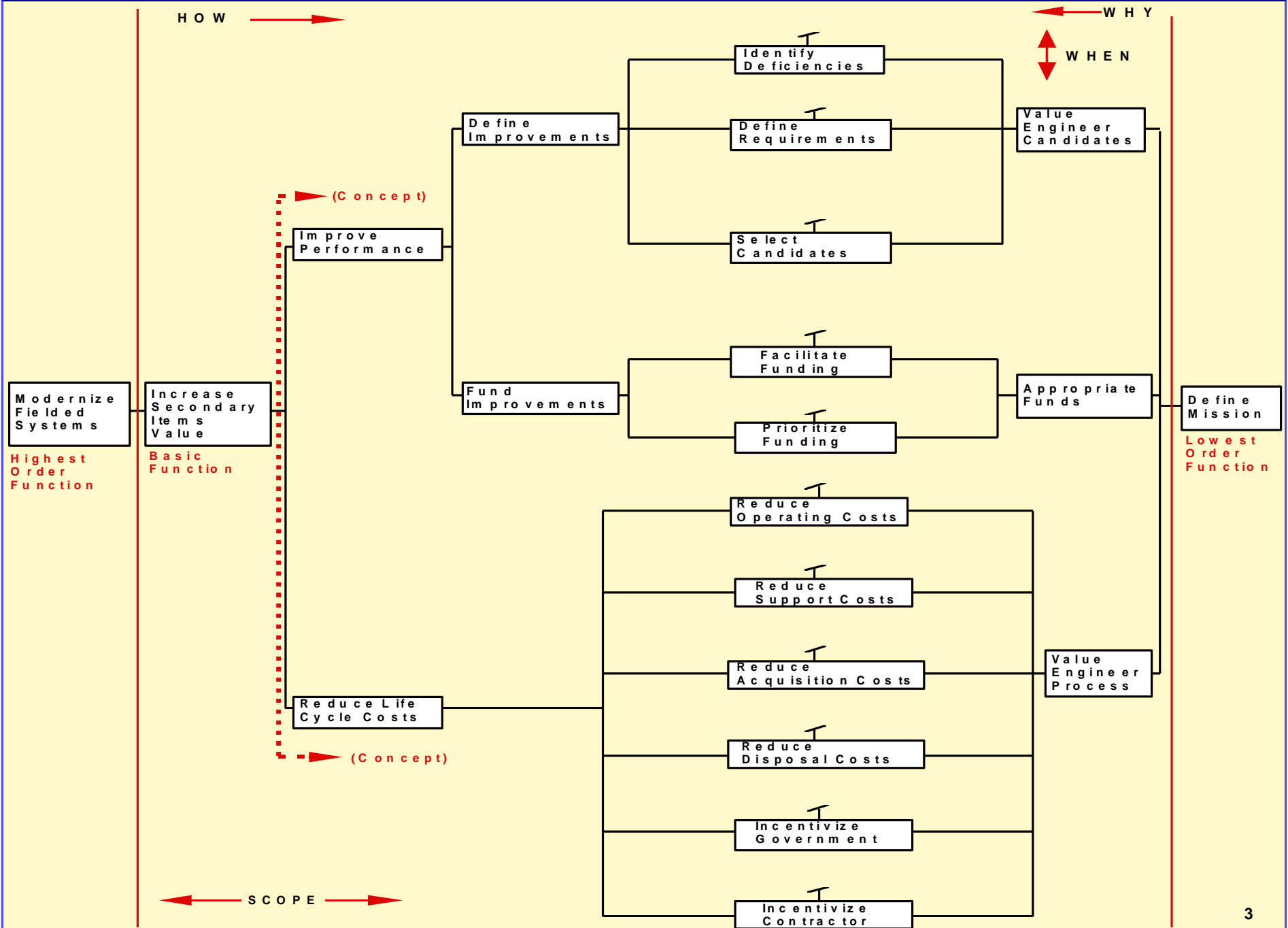
WHY IS THIS A PROBLEM OR OPPORTUNITY?

If we do not optimize the use of allocated funds we will not have operationally available, state-of-the-art assets required to accomplish the assigned missions while minimizing the loss of life.

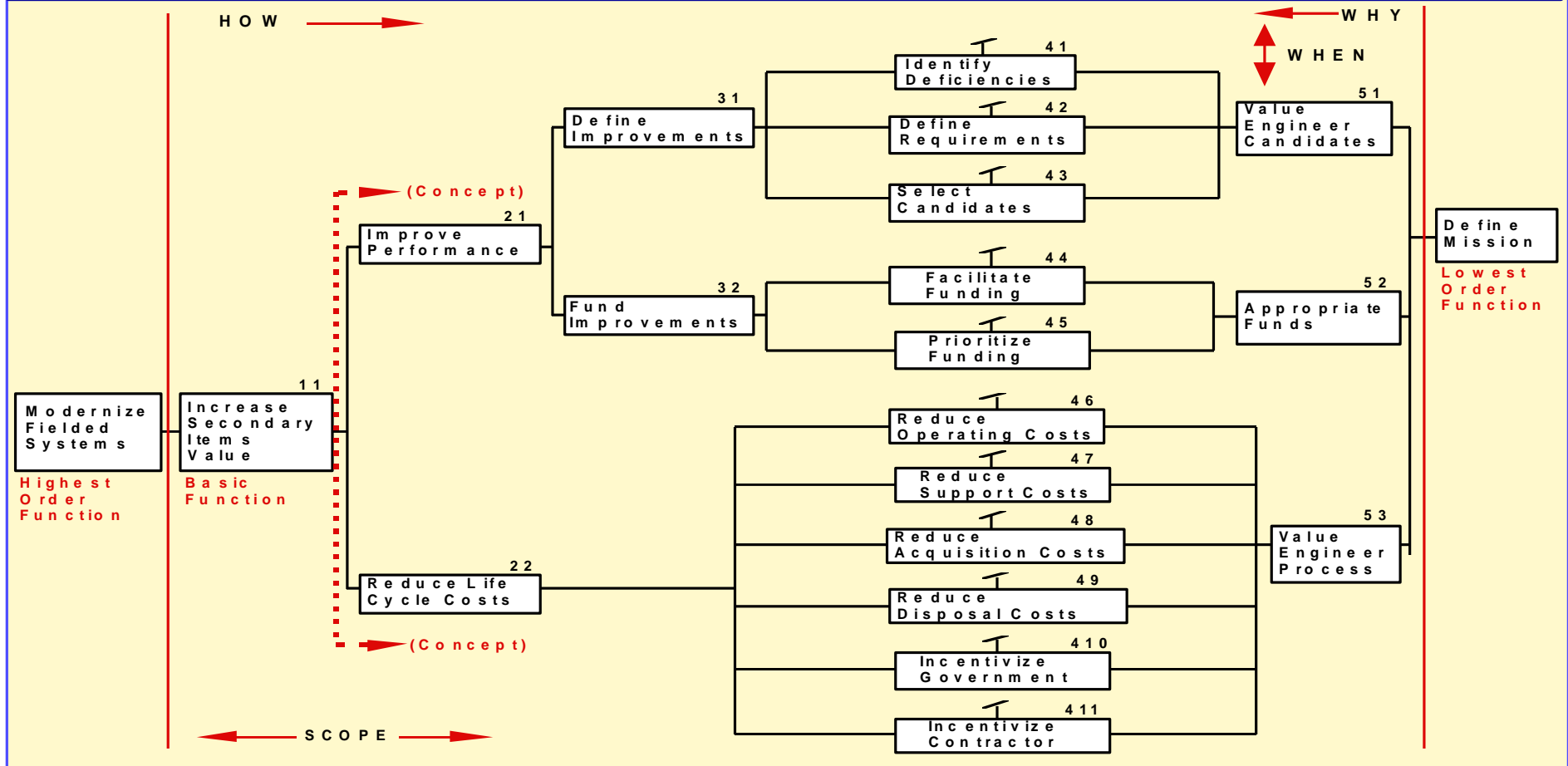
WHY IS A SOLUTION NECESSARY?

If we do not have an efficient and effective process to accomplish the above, we will lose some of the funds that are allocated, waste the funds that we retain, improperly prioritize approaches and delay their implementation. The end results will be mission failure and/or excessive loss of life.

FUNCTION ANALYSIS SYSTEM TECHNIQUE - MODERNIZATION OF FIELDED SYSTEMS



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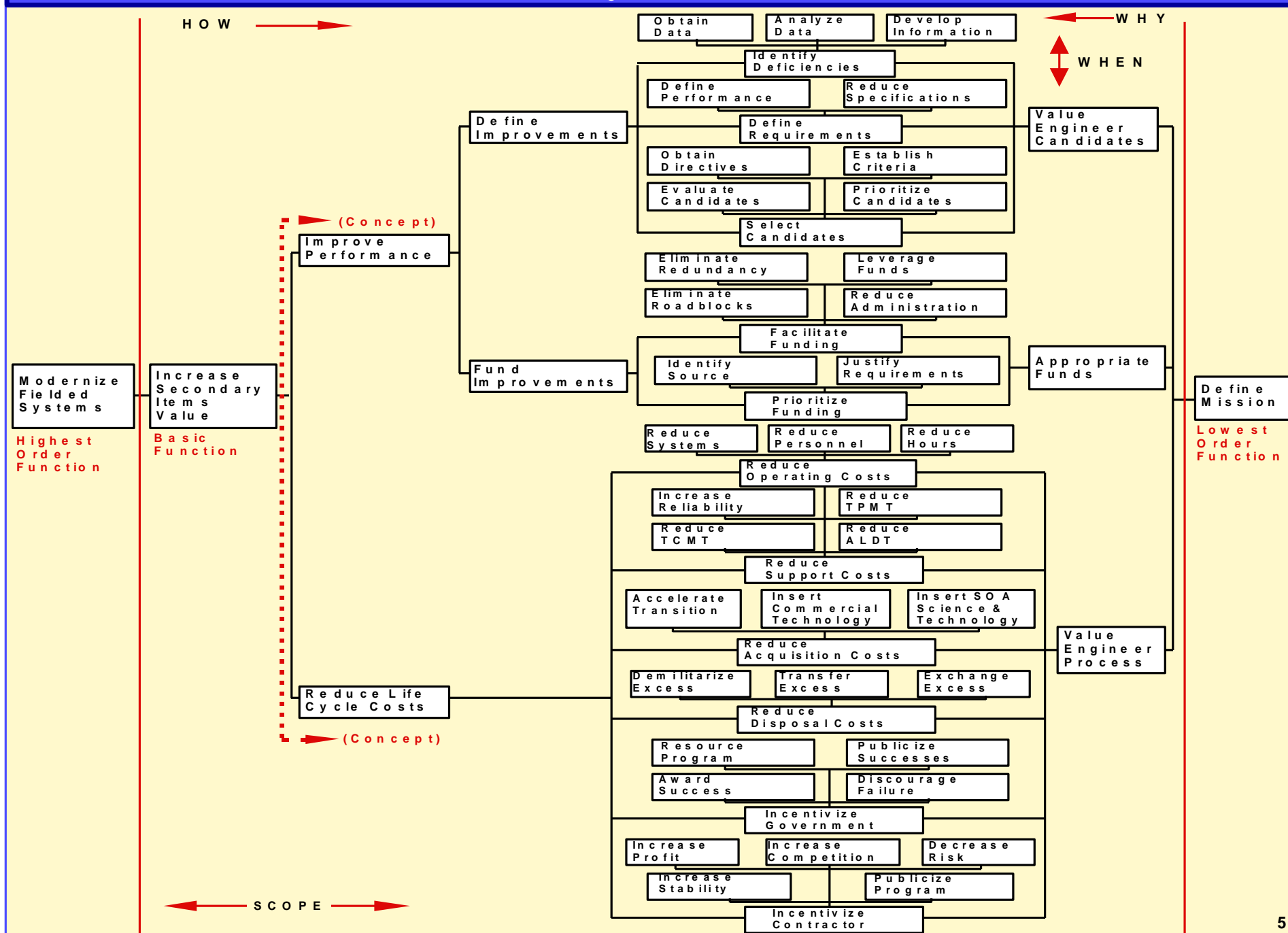


● Responsible
○ Affected

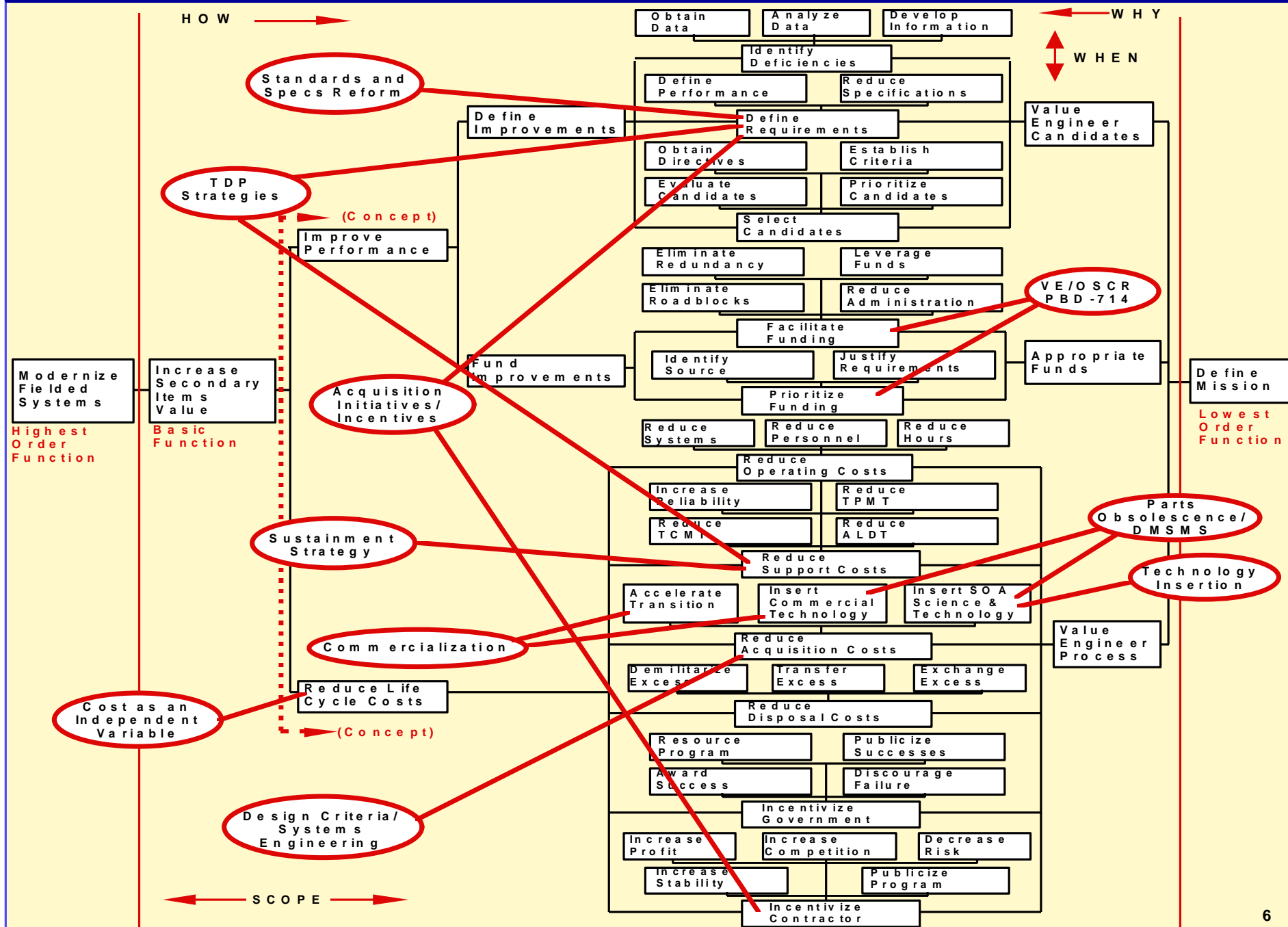
Logistics
Management
Engineering
Procurement
Customer (User)
Manufacture

	11	21	22	31	32	41	42	43	44	45	46	47	48	49	410	411	51	52	53
Logistics	○	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Management	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Engineering	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Procurement	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Customer (User)	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Manufacture	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○

FUNCTION ANALYSIS SYSTEM TECHNIQUE - MODERNIZATION OF FIELDED SYSTEMS



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OSCR/RM & S ISSUES AND CONCERNS

MSC LEVEL

1. Stability of OSCR/RM&S Workforce: Continuity and corporate memory of the workforce which has developed the process subtleties are important to future programs success. Rotation of duties, reassignment of personnel, limited promotion opportunities, and lack of command support and recognition may lead to instability.
2. Process Ownership: This is jealously guarded, often representing a roadblock to the required expeditious processing of candidate projects. Offices required to participate in the processes take too long to perform their function, lack enthusiasm for the program, and consider it an additional burden. This occurs in candidate generation, execution and obligation of projects by the Program Manager, and during the contracting effort following project approval. Establishing reasonable goals could incentivize the owning organizations.
3. Incentivizing Participation: Incentives for generating good candidates do not exist for Government employees or contractors. Value Engineering and Suggestion (AIEP) Programs have well-defined incentives for generating ideas while there are no specific provisions for OSCR, RM&S, or other cost savings programs. These ideas could qualify as a value Engineering Proposal or Suggestion. Additionally, the OSCR/RM&S Process is not user friendly which discourages participation.
4. Office of Record Assignment: Assigning the different cost savings program to different offices is counter-productive and leads to duplication of effort, unhealthy competition, uncertainty, lack of command emphasis, personality-driven teams, and uncoordinated vying for funds. Contributors lack understanding of the criteria for each program and slow the process by submitting projects to the wrong program offices. A single Office of Record for all Projects is required.
5. Transmitting Projects: Obtaining the Commanding General's signature before packages can be forwarded to AMC occasionally slows the process. This formality is not required by AMC.
6. Coordination: Internal coordination is too extensive and time consuming. The cause is lack of program importance as viewed by some in the coordination process. A culture change is required.
7. Training: A formal familiarization/training program should be required for the OSCR Point of Contact and Integrated Product Team (IPT) members that perform studies. All members of the MSC should have introductory training in the Process.
8. Integrated Product Teams should be used to the maximum extent possible.

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OSCR/RM & S ISSUES AND CONCERNS

AMC LEVEL

1. Funding of Projects: A reasonable chance that funds will be available to implement a project will encourage submittals. Withdrawing funds from an approved project destroys program credibility. Timely distribution of funds is critical to contract projects. Funds received late in the fiscal year making obligation difficult.
2. Data Calls: Notification of data calls and project approvals are ill-timed, especially at the end of a fiscal year and sometimes lack clear guidance. Often, in order to award the contract using the designated year's funds, extraordinary contracting processes and techniques are used, thereby disrupting timetables and creating inefficiencies and mistakes.
3. AMC Process: The MSC's have difficulty in understanding the AMC OSCR/RM & S Process. AMC MOI's are too general and do not provide the specific guidance required. Occasionally, changes in process are made by AMC and are not transmitted to the MSC's. Presently, there are no MOI's for RM & S, MTS, and DUAP. Spreading the responsibility to different AMC offices for the different programs increases the probability of confusion and duplication of effort.
4. Savings: There is no standardized savings, tracking and reporting systems for the MSC's. For example, the MSC's do not have written guidance when savings can be captured.
5. Processing Time: It takes longer for AMC to approve a project than it takes to create the project.
6. Project Criteria: Instructions and candidate qualification criteria are not described clearly enough. There appears to be an overlap among programs leading to candidates which satisfy the criteria for more than one program, e.g., is it an OSCR or RM & S project? This, combined with program assignments to different offices, create duplication of effort and confusion. The Savings to Investment Ratio (SIR) should not be the eliminating criteria for project selection.
7. Multiple Data Calls: Data calls issued from multiple higher headquarters result in duplication of effort, loss of program credibility, lack of confidence in the requirement, and uncoordinated effort. There should be a continuous input of projects.
8. Centralized Information: Points of contact at AMC fail to have overall knowledge of program status. This requires the MSC to know multiple POCs and their functions; this increases communications traffic and confusion.
9. AMC Workshop: An AMC Workshop is required for key MSC OSCR/RM & S personnel to obtain new program changes and guidance.
10. Feedback: MSC's do not receive timely official AMC notification of approved and disapproved projects. Notification often comes from multiple AMC sources.